



BUSI 4708 (Section A)

International Expansion and Operations

Fall 2014

INSTRUCTOR: David J. PEIPPO

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CLASS HOURS: Thursdays 18:05-20:55

CLASSROOM:

GENERAL COURSE INFORMATION

This advanced course in international business focuses on international expansion and operation. It covers international market selection and the factors influencing the choice and management of different international expansion or entry modes such as exporting, licensing, franchising, joint venture, green-field investment (wholly-owned subsidiaries), mergers and acquisitions.

PREREQUISITES

Fourth-year standing in B.Com. or B.I.B., and [BUSI 3703](#) or [BUSI 2702](#).

The School of Business enforces all prerequisites. Students are responsible to ensure that they meet the course's prerequisite requirements. Lack of prerequisite knowledge may lead to failure in the course. If you think you have taken courses, possibly in another institution, which are equivalent to the prerequisites specified for this course, you must show proof to the Undergraduate Adviser. Please bring in your transcript and course description(s). Failure to document this requirement can lead to deregistration from this course any time before the last day of classes. Only the Undergraduate Program Supervisor of the School can waive prerequisite requirements

REQUIRED TEXT

Daniels, Radebaugh, Sullivan, "International Business, Environments and Operations", 14th edition, Prentice Hall, 2013. **The course is using a cheaper, custom version that is available at Carleton University Bookstore only.**

Clear Course Objectives

Objectives are set out in the course outline. Objectives of each class session are set out at the beginning of each class and then re-stated at the end of each class.

Course is organized to meet course objectives

Classroom lecture and discussion topics, individual and group assignments and in-class presentations are closely aligned to course objectives.

The course has been specifically designed to maximize the learning experience of every student. There is no mid-term exam or final exam. The elimination of exams makes it essential that students fully participate in class insofar as their performance will be assessed by the professor in each class, whether it be in class discussions, individual presentations as part of a group presentation or as a group presentation, as a whole.

Importance of course materials

Assigned readings and course materials will serve as the basis for class discussions and individual and group in-class presentations upon which student participation and performance marks will be determined.

In-class questions and problem-solving

Students and the professor are expected to come to class prepared to ask questions as well as to provide solutions to problems raised in class.

Course workload

The elimination of exams obliges students to work at an even pace throughout the course, thus reducing the need to cram at the last minute for a mid-term or final exam. As a result, students are expected to diligently manage their time and effort according to respect due dates and the relative marking weight of assignments and presentations.

Individual assignments, presentations and participation will account for 60% of the total grade. Group presentations and papers will account for the remaining 40% of the mark. All members of a group will receive the same group mark for a presentation or written assignment or paper. It is the responsibility of every group to manage the work of its members to achieve a consistently high quality of performance.

Professor will mark and comment on assignments and tests fairly

All marking will be done by the professor. All individual assignments, without exception, must be submitted in hard copy, using the prescribed template for individual assignments. **Late assignments will not be accepted and they will receive an automatic zero grade**, except if a valid written medical certificate is produced. Due

dates in the course outline can only be amended with the prior notice and consent of the class and professor.

No late submissions will be accepted

Assignments submitted by email will only be accepted if the student can demonstrate extraordinary circumstances that prevented them from submitting their assignment on time. Extraordinary reasons would include health reasons substantiated by a medical note. For persons travelling out of town, the student is obliged to make arrangements with the Professor to submit their assignment **before** the official due date.

Professor will return tests and assignments promptly

Within one week of the due date, the professor will make every reasonable effort to ensure that assignments and papers are graded and returned with written comments and feedback, including recommendations for improvement.

Professor will be available for out-of-class consultation

Students will be able to access the professor during scheduled office hours on campus and 24/7, using telephone and email. The professor will respond to students promptly using email. His personal email is david.peippo@sympatico.ca

The Professor will be accessible, by appointment, to meet privately with students during his designated office hours.

Professor will begin and end classes promptly

Unless otherwise notified, all classes will begin promptly at 6:05 pm with the mandatory signing of an attendance list, recording their arrival and departure times. All classes will end prior to 8:55 pm.

Classes will meet regularly as scheduled and the professor will miss or cancel classes only for adequate reasons

The professor will make every reasonable effort to notify students if he will be late due to weather conditions or if he has a scheduling conflict as soon as he is aware of such conflict.

Restricted Use of Laptops in Class

No laptops are permitted during individual or group presentations and during in-class discussion periods. Laptops are permitted with the Professor's prior approval and whenever the Professor delivers a PowerPoint lecture.

Seating in classrooms

Students choose and keep the same seat for each and every class throughout the semester. If a student is absent, then their seat remains unoccupied while they are absent. No deviation from the seating plan is permitted. A permanent seating plan facilitates student attendance tracking and reporting which is used to assess student participation.

EVALUATION AND GRADING

Individual marks

1. Class Participation

Class participation is **MANDATORY**. Effective participation means (a) active, (b) substantive, and (c) continuous contribution. In every class, students will be assessed on their contribution in class which may include: raising or answering questions, offering comments, introducing relevant items of interest from the media or personal experiences, participating in in-class and take-home cases and overall effort throughout the term. Attendance will affect the class participation evaluation.

There are 2 components in assessing individual participation:

- a) Participation in class discussion related to individual presentations (5%)
- b) Participation in class discussion related to group presentations (5%)

2. Individual presentations

In The News (5%)

Each student will be obliged to make at least one short (approximately 5 minutes, exclusive of questions and answers) in-class PowerPoint presentation on a relevant international business story that was reported in the news for that week (i.e. the West's imposition of economic sanctions against Russia).

Students presenting in the same class are expected to coordinate their selection of news items to ensure that each presenter has a unique news story. Every presentation must make appropriate references to the textbook's discussion of this topic

Short, in-class discussion cases (5%)

Every week, all students will be asked to read a one-page international business case that will be discussed in the next class. Each case has a series of questions for discussion. Each week, students will be assigned to answer a question from the case.

All students will be obliged to make at least one short, in-class PowerPoint presentation on a case question during the semester. For example, if a case has four questions, then four different students will each be responsible for answering one of the four questions and to lead class discussion on their answer. All the members of the same group may wish to answer the questions for a specific case. However, no group mark will be given. Rather, each student will be given an individual mark based on their own presentation.

2. Individual Written Work (40%)

4 end-of-chapter cases (10% each)

Mandatory cases:

- Charles Martin in Uganda: What to Do When a Manager Goes Native
- Anglo American PLC in South Africa: What Do You Do When Costs Reach Epidemic Proportions?
- Wal-Mart Goes South
- Burger King Beefs Up Global Operations

The report must follow the prescribed format – no more than one page per question, double-spaced.

No late submissions will be accepted. Assignments that are not submitted on time receive an automatic mark of 0 out of 10.

3. Group Paper and in-Class Presentation

(40%)

Groups will be assigned the following market entry strategies. Each strategy must have at least 2 groups and no one strategy may have more than 3 groups.

- Exporting
- Licensing
- Franchising
- Contract manufacturing
- Foreign direct investment
- Strategic alliances

A product or service is chosen for entry into foreign markets using the market entry strategy that has been assigned.

Each group must complete as part of their paper, a literature review on their market entry strategy, as preparation for the development of their plan for entering foreign markets with their product or service.

As a group, national and regional markets are assessed for their attractiveness and each member of the group conducts an assessment of one of the top foreign markets using the

assessment tools discussed in the course. Then, as a group, all assessed markets are ranked in terms of attractiveness and an integrated market entry or expansion plan is developed, setting out the sequence, budget and timing for entering each market.

The written paper is worth 30% of the overall grade, whereas, the in-class presentation is worth 10%. One group mark is awarded to every member of the group.

Both the written paper and the PowerPoint presentation must be submitted one week prior to the in-class presentation. This will provide the professor with sufficient time to review and mark both the paper and the PowerPoint presentation to ensure that the group receives informed feedback when the in-class presentation is made.

The Literature Review

The Literature Review consists of a review of current and recent published research on one specific market entry mode (exporting, FDI, licensing etc.).

Please see the Appendix for detailed guidelines.

Important Notes on Evaluation

- a. All page limits specified in this outline are “hard” and non-negotiable. Material exceeding the stated limit will not be read. For fairness and comparability, all written work must be submitted typed, double-spaced, on letter-size paper, with 2.5 cm margins all-round, in Times-Roman 12, Arial 11, or equivalent font. Include page numbers.
- b. All written work will be graded for grammar, spelling, writing style, and organization and presentation of the material.
- c. Cheating, plagiarism, and other instructional offences are not tolerated. Please see the University's statement on plagiarism in the attached sheet. Additional useful information is provided on the Library website (Library home page → How do I...? → Avoid Plagiarism). For more info, see “Paper Formatting & Documentation Guidelines”, on the Sprott website at Academic Programs → Useful Links → Paper Writing Guidelines.
- d. The instructor will evaluate in-class presentations.
- e.. For group assignments, please comply with the statement from the Sprott School of Business concerning “group work”, in the attached page”.
- f. All assignments are normally marked and returned in-class one week after submission..
- g. Supplemental and grade raising examinations are not available.
- h. Deadline extensions will not be granted, late assignments will not be accepted except for university-approved reasons (e.g., on medical grounds and with appropriate documentation).

BUSI 4708 Course Schedule, Fall 2014

Week One – Thursday, September 11, 2014

Introduce course outline

Form groups

Discuss Chapters One and Two

Globalization and International Business

Objectives

1. To define globalization and international business and explain how they affect each other
2. To show why companies engage in international business and why its growth has accelerated
3. To discuss globalization's future and major criticisms of it
4. To illustrate the different ways a company can accomplish its global objectives
5. To apply social science discipline to understand the differences between international and domestic business

Cultural Environment Facing Business

Objectives

1. To understand methods for learning about cultural environments
2. To analyze the major causes of cultural difference and change
3. To discuss behavioral factors influencing countries' business practices
4. To understand guidelines for cultural adjustment

Class discussion: [Riding the Tide of Growth: Carnival Cruise Lines](#)

Week Two - Thursday, September 18, 2014

Political and Legal Environments Facing Business (Chapter Three)

Objectives

1. To discuss the philosophy and practices of the political environment
2. To profile trends in contemporary political systems
3. To explain political risk and approaches to managing it
4. To discuss the philosophy and practices of the legal environment
5. To profile trends in contemporary legal systems
6. To examine legal issues facing international companies

In the news:

Due case: Charles Martin in Uganda: What to Do When a Manager Goes Native, at p. 79

Week Three – Thursday, September 25, 2014

Economic Environments Facing Businesses (Chapter Four)

Objectives

1. To communicate the importance of economic analysis
2. To discuss the idea of economic freedom
3. To profile the characteristics of the types of economic systems
4. To introduce the notion of state capitalism
5. To profile indicators of economic development, performance, and potential

In the news:

Class discussion: It's a Knockoff World, at p. 124 (not to be submitted)

Class discussion: Charles Martin in Uganda: What to Do When a Manager Goes Native

Professor feedback on previous week's case assignments: Charles Martin in Uganda

Week Four – Thursday, October 2, 2014

Globalization and Society (Chapter Five)

Objectives

1. To examine the broad foundations of ethical behaviour
2. To demonstrate the cultural and legal foundations of ethical behaviour
3. To discuss the importance of social responsibility when operating internationally, especially in the areas of sustainability
4. To discuss some key issues in the social activities and consequences of globalized business
5. To examine corporate responses to globalization in the form of codes of conduct, among other things

In the news:

Class discussion: Causes and Consequences of the Global Credit Crisis at p. 171 (not to be submitted)

Week Five - Thursday, October 9, 2014

Governmental Influence on Trade (Chapter Six)

Objectives

1. To explain the rationales for governmental policies that enhance and restrict trade
2. To show the effects of pressure groups on trade policies
3. To describe the potential and actual effects of government intervention on the free flow of trade
4. To illustrate the major means by which trade is restricted and regulated
5. To demonstrate the business uncertainties and business opportunities created by governmental trade policies

In the news:

Due case: [Anglo American PLC in South Africa: What Do You Do When Costs Reach Epidemic Proportions?](#) at p. 207

Week Six – Thursday, October 16, 2014

Cross-National Cooperation and Agreements (Chapter Seven)

Objectives

1. To identify the major characteristics and challenges of the World Trade Organization
2. To discuss the pros and cons of global, bilateral, and regional integration
3. To describe the static and dynamic impact of trade agreements on trade and investment flows
4. To define different forms of regional economic integration
5. To compare and contrast different regional trading groups
6. To describe other forms of global cooperation (i.e. United Nations and OPEC)

In the news:

Class discussion: [US-Cuban Trade: When Does a Cold War Strategy Become a Cold War Relic?](#) at p. 238 (not to be submitted)

Class discussion: [Anglo American PLC in South Africa: What Do You Do When Costs Reach Epidemic Proportions?](#)

Professor feedback on previous week's case assignments: Anglo American PLC in South Africa: What Do You Do When Costs Reach Epidemic Proportions?

Week Seven - Thursday, October 23, 2014

Strategy of International Business (Chapter Eight)

Objectives

1. To evaluate industry structure, firm strategy, and value creation
2. To profile the features and functions of the value chain
3. To assess how managers configure and coordinate a value chain
4. To explain the ideas of global integration and local responsiveness
5. To profile the types of strategies used by MNEs

In the news:

Due case: [Wal-Mart Goes South](#), at p. 277 (to be submitted)

Week Eight – Thursday, October 30, 2014
No class – study week

Week Nine – Thursday, November 6, 2014

Country Evaluation and Selection (Chapter Nine)

Objectives

1. To grasp company strategies for sequencing the penetration of countries
2. To see how scanning techniques can help managers both limit geographic alternatives and consider otherwise overlooked areas
3. To discern the major opportunity and risk variables to consider when deciding whether and where to expand abroad
4. To know the methods and problems of collecting and comparing international information
5. To understand some simplifying tools for helping decide where to operate
6. To consider how companies allocate emphasis among the countries where they operate
7. To comprehend why location decisions do not necessarily compare different countries; possibilities

In the news:

Class discussion: Value Chains: Where, When and Why, at p. 322. (not to be submitted)

Class discussion: Wal-Mart Goes South

Professor feedback on previous week's case assignments: Wal-Mart Goes South

Week Ten – Thursday, November 13, 2014

Export and Import (Chapter 10)

Objectives

1. To introduce the idea of exporting and profile its elements
2. To introduce the idea of importing and profile its elements
3. To identify the problems and pitfalls that challenge international traders
4. To identify the resources and assistance that help international traders
5. To discuss the idea of an export plan
6. To outline the practice of countertrade

In the news:

Class discussion: A Little Electronic Magic at Alibaba.com at p. 401 (not to be submitted)

Due case: Burger King Beefs Up Global Operations, at p. 358 (to be submitted)

Week Eleven – Thursday, November 20, 2014

Direct Investment and Collaborative Strategies (Chapter Eleven)

Objectives

1. To clarify why companies may need to use modes other than exporting to operate effectively in international business
2. To comprehend why and how companies make foreign direct investments
3. To understand the major motives that guide managers in choosing a collaborative arrangement for international business
4. To define the major types of collaborative arrangements
5. To describe what to consider when entering into international arrangements with other companies
6. To grasp why collaborative arrangements succeed or fail
7. To see how companies can manage diverse collaborative arrangements

In the news:

Class discussion: Burger King Beefs Up Global Operations and Connecting within oneworld, at p. 434 (not to be submitted)

Professor feedback on previous week's case assignments: Burger King

Due: Group Papers and PowerPoint presentations that will be presented on November 27.

Week Twelve – Thursday, November 27, 2014

Group Presentations on Exporting, Licensing and Franchising

Due: Group Papers and PowerPoint presentations that will be presented on December 4

Week Thirteen – Thursday, December 4, 2014

Group Presentations on Foreign Direct Investment, Contract Manufacturing, Management Contracts and Strategic Alliance

Market Entry Strategies Group Papers

Strategy	Groups	Presentation
Exporting	1 & 2	Nov. 27
Licensing	3 & 4	Nov. 27
Franchising	5 & 6	Nov. 27
Foreign Direct Investment	7 & 8	Dec. 04
Contract Manufacturing & Management Contracts	9 & 10	Dec. 04
Strategic Alliances	11 & 12	Dec. 04

Group work

The Spratt School of Business encourages group assignments in the school for several reasons. They provide opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task.

In accordance with the Carleton University Undergraduate Calendar, the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52

F = Below 50 WDN = Withdrawn from the course
ABS = Student absent from final exam
DEF = Deferred (See above)
FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

Academic Regulations, Accommodations, Plagiarism, Etc.

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodations

Academic Accommodations for Students with Disabilities

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (*if applicable*). After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

- The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2014 exam period is November 7, 2014.

For Religious Obligations:

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

Assistance for Students:

Student Academic Success Centre (SASC): www.carleton.ca/sasc

Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>

Peer Assisted Study Sessions (PASS): www.carleton.ca/sasc/peer-assisted-study-sessions

Important Information:

- Students must always retain a hard copy of all work that is submitted.
 - All final grades are subject to the Dean's approval.
 - Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, for us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://portal.carleton.ca/>
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APPENDIX: International Expansions and Operations – BUSI 4708

I. LITERATURE REVIEW GUIDELINES

Purpose

The first part of the group paper should include a literature review that reflects a research, conceptual, or theoretical perspective on an market entry mode or strategy (i.e. **exporting, licensing, franchising, contract manufacturing (outsourcing), joint ventures, wholly-owned subsidiaries, and strategic alliances**) to introduce a product or service to foreign markets.

Content

The literature review summarizes main elements of at least a half dozen key academic articles on the chosen market entry strategy.

a. Articles. Lengthy works such as books, and short journalistic-type articles from magazines, newspapers, the Web, etc., are not eligible. The articles must be *top-notch* and represent *current* thinking, published *within the last 5 years* unless they are "classics. Report the purpose, method, and main findings/conclusions of the articles reviewed.

b. Commentary. The commentary should provide a brief critical overview of the articles reviewed. The literature review may address questions such as:

- How easy/difficult was it to locate (quality) articles? Why?
- Why is this topic attracting research interest?
- What main issues seem to be of interest within it?
- What is the topic's importance to academics or practitioners?
- What methodological approaches do researchers favour?
- If one wants to research this topic more, which sources should one consult?

c. Suggested Sources for Articles

- International journals: Journal of International Business Studies, Logistics Management, International Business Review, Journal of Euromarketing,

International Journal of Logistics: Research & Applications, Logistics & Transport Focus.

- Journals with some international content: California Management Review, Harvard Business Review, Journal of Business Research, Canadian Journal of Administrative Sciences, Ivey Business Journal.
- Conference proceedings: Admin. Sciences Association of Canada (International Business and Marketing divisions), Decision Science Institute, Academy of Management.
- Chapters in **edited** books: These are academic/research books that consist of chapters contributed by various different authors (i.e., each chapter authored by a different person[s]).

Note: Articles from newspapers and magazines (e.g., Canadian Business, Report on Business, Marketing, National Post, Business Week, Fortune, Newsweek, Time, Advertising Age, South Asia Trade Review), the Web (except e-versions of journals such as those listed above), and other such sources are not eligible.

II. GROUP PAPER GUIDELINES

Purpose

This project applies concepts and strategies learned in the course. It illustrates how managers use information sources to research foreign markets to support strategic planning and decision-making in international expansions and operations.

Research

The group paper requires considerable effort, creativity, and know-how. A good understanding of the chosen company, product and market is essential, and *effective teamwork is a must*. Assign specific duties to each team member beforehand, and specify deadlines for various stages. This part of the paper focuses on how the chosen company can enter the chosen markets with its products/services.

Sources of secondary research information include: standard library sources (e.g. magazines, books, UN, EU, IMF, WTO, etc. publications); government departments (e.g. DFAITD, Industry Canada); and embassies, international and trade organizations, and think tanks. If you use information from the Web, do not let the medium obscure the message (posted information often is of dubious quality, and you are responsible for assessing the credibility of what you use); and, do not provide non-verified information (a list of a thousand Web “hits” does not prove that one has done “research”!).

Content, Organization, and Approach

1. Include enough information to enable the reader to assess the merits of the proposed project. It should specify group members’ names and duties, the company your team represents, product-market choice and rationale, relationship to the associated project, and timetable, and include an outline of the intended market entry mode, or strategy, specific information sources and expected results.
2. The group paper should begin with gathering and analyzing information and proceed to setting objectives, establishing criteria and evaluating alternatives, and recommendations. The final report should include an Executive Summary, Table of Contents, References, and the following main sections (not necessarily in this order – the exact topics, and the sequence, should be chosen depending on the nature of the project):
 - a. Introduction (product description, company background, problem statement, etc.)
 - b. Rationale for selecting the chosen country/regions
 - c. Objectives, limitations, criteria
 - d. Selection of and rationale for chosen mode of entry into the target countries
 - e. Action plan, timetable, budget (how/when/at what cost/etc. will strategy be implemented)

Format

The group paper has a maximum limit of 30 pages, double-spaced, exclusive of its appendix.

Presentations

Each in-class presentation should be about 20 minutes (length depends on class size), with an additional 5 to 10 minutes for questions and discussion. The presentation should highlight the key elements of the paper and plan and does not have to follow the structure of the written report. Audio visual aids may be used to enhance the effectiveness of presentations. Multi-media presentations are encouraged. Each team is responsible for providing its own equipment.

